

MANSCEN DCD Vision

- The entrusted and fully capable architect of the future for the Army's Chemical, Engineer, and Military Police proponents
- A flexible, proactive, collective team that fosters synergy to produce the most effective soldiers, systems, and forces
- A Joint and Army center of excellence for innovative ideas and concepts, including Maneuver Support concepts, with the means to study them
- A family of effective, highly skilled, informed, and dedicated professionals empowered to achieve the goals of the DCD, our proponents and MANSCEN, TRADOC, and the Army

Why a Director of MANSCEN Combat Developments?

- The official mission to “integrate” lacks meaning
- Prioritize, allocate, and manage resources (HQ TRADOC DCSCD controls CD personnel account and budget)
- Provide common functions (administration, personnel management, personnel training, budget, supply, security, S&T oversight, simulations and analysis, robotics); relieve some level of management burden from subordinates
- Establish and enforce common standards for CD functions and processes
- Actively foster synergy where beneficial
- Provide the global view to prioritize, create the most useful capabilities, and set a strategic direction

It's the functional divisions and “front office” that make the DCD value-added

Director's Focus

Purpose of Director's Focus is to articulate Director's priorities in applying resources available to the directorate in order to meet overall needs of MANSCEN and our proponents.

Intent: Effectively Support Proponents while Balancing Resources and Demands of the Army Vision.

- **Army Transformation:**
 - Legacy Force Modernization, Recapitalization, and Digitization Initiatives
 - Interim Force Concepts, Organizations, IAV, and Enablers
 - Objective Force Concepts and Operational Capability Requirements
 - Future Combat Systems (FCS) Operational Requirements and S&T Focus
 - Army Transformation Campaign Plan Integration, Support & Sustain Effort (CS/CSS Transformation)
- **Explore Viable Maneuver Support Operational Concepts**
- **Proponent Visions → Modernization Strategies and Plans:**
 - Engineer Force Modernization Strategy and Plan
 - NBC Future Architecture to 2010 and Beyond (Chemical Corps Modernization Strategy)
 - Military Police Modernization Strategy

Director's Focus (cont'd)

- **Total Army Analysis (TAA-09 & TAA-10) and first Force Management Analysis (FORMAL) Review; Validate Force Rules of Allocation**
- **Support Army Experimentation Campaign Plan – DCX I & II**
- **Fully Engage in Army XXI Efforts – Digitized Corps XXI Design, ARFOR HQ Design, and TOCs & CPs**
- **Explore an Integrated Tele-Support Concept and Operational Definition of Reachback from Our Proponents' Perspective**
- **Expand the Robotics Campaign Plan:**
 - Lead the Army in Innovative but Sound Applications of Unmanned Systems, with the Focus on Our Proponents' Operational Requirements, Maximizing Our Robotics Testbed
 - Explore and Champion Unmanned Aerial Vehicles and Unattended Ground Sensors in Support of Proponent Capability Requirements
- **Fully Support USAMPS Non-Lethal Proponency; Explore Non-Lethal "Center of Excellence"**
- **Prepare for USACMLS Consequence Management Proponency, with Immediate Focus on WMD-CSTs**
- **Homeland Security Operational Concept in Support of HLS Center of Excellence**

Director's Focus

(cont'd)

- **Expand the Modeling, Simulations, & Analysis Campaign Plan, and Broaden Capabilities of the Simulations and Analysis Center:**
 - More Responsive and Fully Capable of Supporting MANSCEN Organizations
 - Assess and Advocate Proponents' M&S Requirements and Their Functional Representations in M&S
 - Homeland Security, Consequence Management, and VERTS
 - FCS and Joint Virtual Battlespace
 - Obscuration M&S and Integration of NBC M&S, including Sensors & Battle Management
 - Testbed for Emerging CB Models & Simulations and Their Integration
 - Robust Non-Lethal Capabilities Models, Simulations, and Analysis
 - Testbed for Digital Terrain in the M&S Environment
 - Integration of and Testbed for Applicable C4ISR Enablers
 - Effective Representation of Unmanned Systems in M&S
 - Initiation of a Studies and Analysis Long-Range Plan
 - Support Army Transformation Study Effort When Required
 - Sought After by Outside Army and Joint Customers -- "Profit Center"
- **Integrated S&T Roadmaps Partnering User, S&T Community, and Materiel Developers -- Synchronized with Mod Strategies**
- **Emphasize MANSCEN Participation or Lead in Joint Efforts -- Concepts, Simulations & Analysis, Experiments (Latter Supporting MSBL)**

Director's Focus

(cont'd)

Key Enablers

- **Professional Development of DCD Personnel**
- **DCD Web Page Standardization and Improvement**
- **Institutionalize Recurring Concepts Off-Sites**
- **Develop a DCD "Red Team" with Focus on the Objective Force**
- **"Industry Days" and Commercial Performance Demonstrations**
- **Expand Our Interface with the Field -- Surveys, Visits, Conferences, Partnering**
- **Support and Leverage Business Research Park and University of Missouri System Relationship**
- **"Centers of Excellence" or "Innovation Center" Concept with Academia, Government Labs, and Project Managers**
- **Digital Archiving**
- **Team Building and Networking**

Director's Strategic Calendar

- Annual Visits to Labs and RDECs for S&T
Roadmapping and Assessment of Ongoing Work
- Studies and Analysis Offsite (Apr 01)
- Concepts Offsites (one every two months)
- Update of Robotics Campaign Plan
- Update of Simulations, Analysis, and Studies
Campaign Plan
- Maneuver Support Conceptual Work (*pending HQ
TRADOC decision*)

MANSCEN DCD METL (Mission Essential Task List)

METL is required to support DCD's formal Monthly Status Report.
METL is a tool for prioritization and assessment.

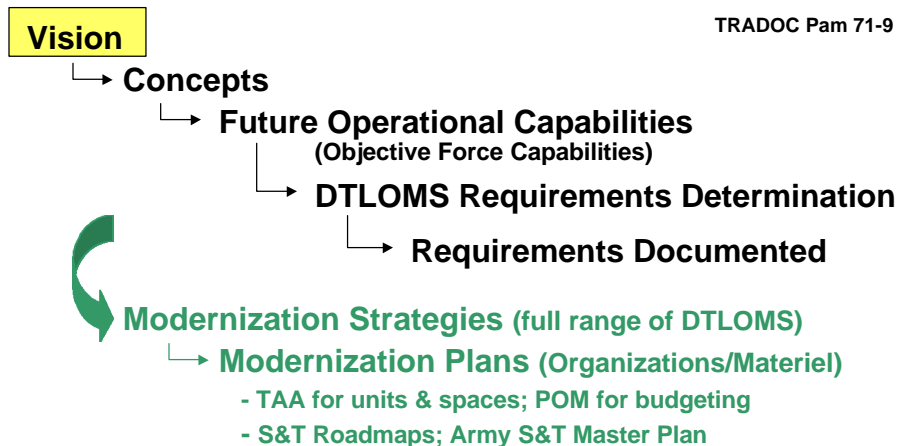
- Integrate all combat developments activities for the Engineer, Chemical, and Military Police proponents not specifically assigned elsewhere.
- Develop operational concepts for the Engineer, Chemical, and Military Police proponents, and develop assigned cross-proponent concepts.
- Validate operational capability requirements and drive S&T community support for the Engineer, Chemical, and Military Police proponents.
- Conduct the DTLOMS requirements determination process for the Engineer, Chemical, and Military Police proponents.
- Conduct organizational development and force design processes for the Engineer, Chemical, and Military Police proponents.
- Conduct materiel development processes, including life cycle management, for the Engineer, Chemical, and Military Police proponents.

MANSCEN DCD METL (Mission Essential Task List, cont'd)

- Develop and defend modernization strategies and plans and integrate the POM budget process for the Engineer, Chemical, and Military Police proponents.
- Conduct modeling, simulations, and analysis efforts for all MANSCEN organizations, and develop modeling and simulations requirements for the Engineer, Chemical, and Military Police proponents.
- Conduct ground robotics testbed activities to assess technology and DTLOMS issues, with the focus on the Engineer, Chemical, and Military Police proponents.

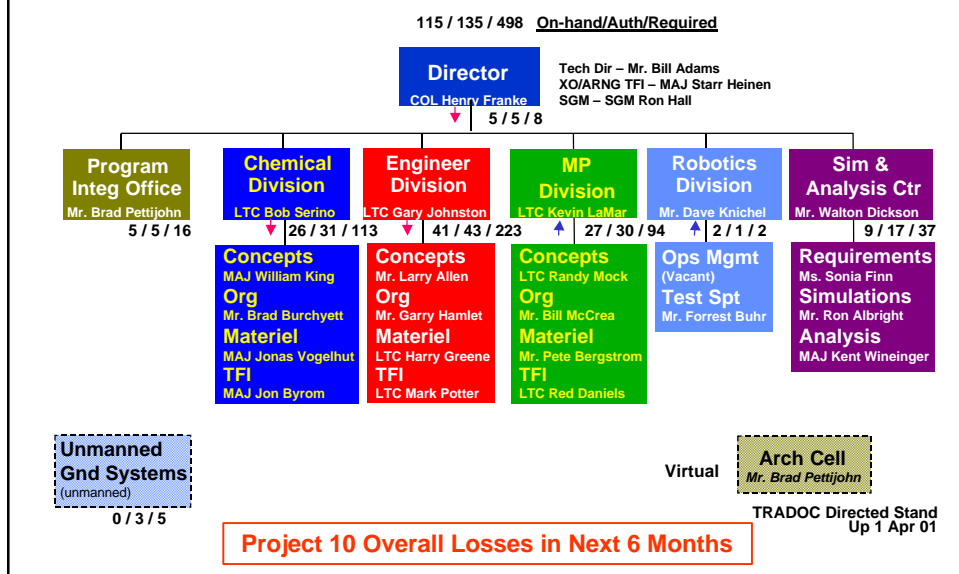
Each Division's METL is derived directly from the DCD METL.
Divisions develop "battle tasks" for each of their mission essential tasks.

Vision as the Driver



Tools: Integrated Concept Teams; Threat Assessments; Architectures; Operational Concepts and O&Os; Studies, Analyses, & Simulations; Experimentation; Assessing Technological Opportunities (S&T/RDA Dialogue); Transformation Strategies & Modernization Plans

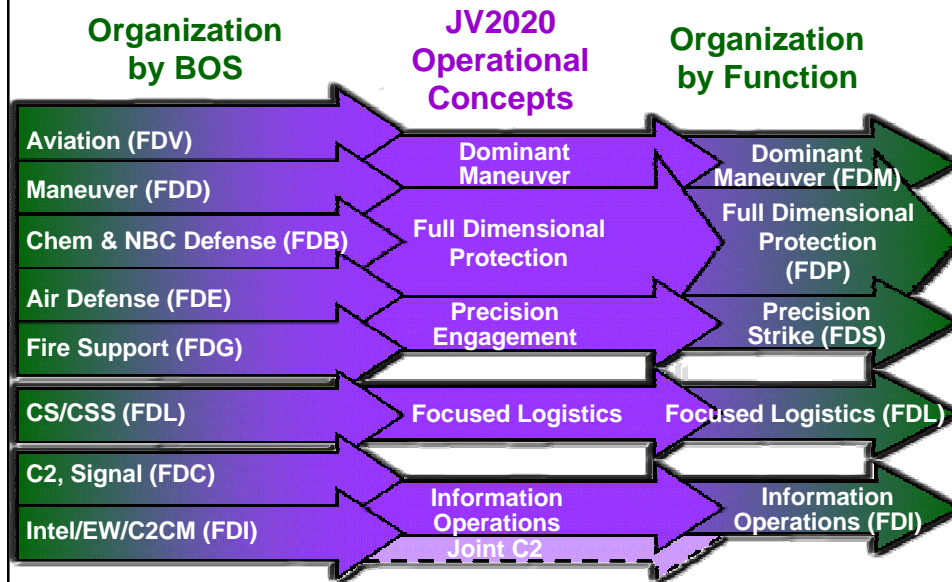
Directorate of Combat Developments FY01 Organization



The Challenge of Synchronizing

- Reorganization of HQDA (DCSOPS & DCSPRO) and HQ TRADOC
- Army Modernization Plan reconfigured around JV2020 Operational Concepts
- Bde Set Fielding and Bde Transformation Plan – Combat Arms oriented
- Army Transformation Campaign Plan – growing involvement of CS proponents
 - Line of Operation #9, Deploying and Sustaining the Force
 - Support and Sustain Initiative
 - CS/CSS Transformation
- APOM 03-08
- TAA-09 and TAA-10
- Force Management Analysis (FORMAL) Review
- Operational Architecture (OA) and ABCS
- TF FCS -> TF Objective Force; Role of TSM-IAV/FCS
- Operational Concept Development
- **What is Cobat Support and Maneuver Support?**

Force Modernization -- DCSPRO's Perspective on an Evolving Process



Highlighted Processes and Efforts

- DCX-I
- ABCS Assessment and DTSS (including ORD)
- FY02 STO Review and Endorsements
- Support and Sustain Council of Colonels (LO9) and CS Enablers/Initiatives
- TAA-09
- Corps FORMAL
- Legacy Force
 - Corps XXI Design Restart
- Interim Force
 - IAV Protest and IBCT Fielding Resynchronization
 - IDIV – Design and O&O
 - IDIV Efforts – Planning Factors, Security of Non-Contiguous Battlespace, Role of Engr Regt HQ, EAD Rules of Allocation
 - Interim Cav Regt
- Objective Force
 - FCS Working Groups
 - Objective Force Capabilities (OFCs)
 - FCS Integrated Idea Team
 - Army Transformation Wargame – Objective Corps Assessment

Highlighted Processes and Efforts

- Follow-Up with CSA on Mine and Countermine S&T; Countermine and Demolition ICTs
- Israel Countermine Initiative
- ENFORCE Prep
- Command Post ICT
- Robotics – Small UAVs, Formal Relationship with TARDEC's Small Robot Mobility Center, Training Balkans Deployers
- Future Facilities for Robotics Div and Sim & Analysis Center
- NBC Future Architecture
- FDU 01-00 (Technical Escort Unit)
- Non-Lethal ICT and NLCS
- WMD-CST "requirements documents"
- Homeland Security
- VERTS CEP
- Joint Virtual Battlespace

Issue: Military Analysts

- **Assessed Minimum Requirement:** Three ORSA (FA49) CPTs -- one per proponent -- to plan, conduct, analyze, and report proponent-focused analysis efforts. Beyond the capacity of Sim & Analysis Center's current manning and task load.
- **Courses of Action in Order of Priority:**
 - CoA #1: Command-level initiative to secure increase in FA49 ODP and rapid assignment of CPTs.
 - CoA #2: Contract recently separated branch CPTs (non-FA49) with command-supported increase in budget (\$150K annually).
 - CoA #3: Designate a surrogate military analyst from each proponent division.

Issue: Operational Architecture Cell

- HQ TRADOC directed standup of a consolidated cell NLT 1 Apr 01 with significant additional tasks assigned to proponents
- Cell may be matrix supported
- **Not resourced**; Transformation Funding IPT has identified some level of FY01 funding not further allocated at this time
- MANSCEN DCD currently resourced with 2 contractors, but assessed the need for 5 contractors, plus 3 DA civilians
- MANSCEN has forwarded UFR several times to HQ TRADOC: **\$687K**

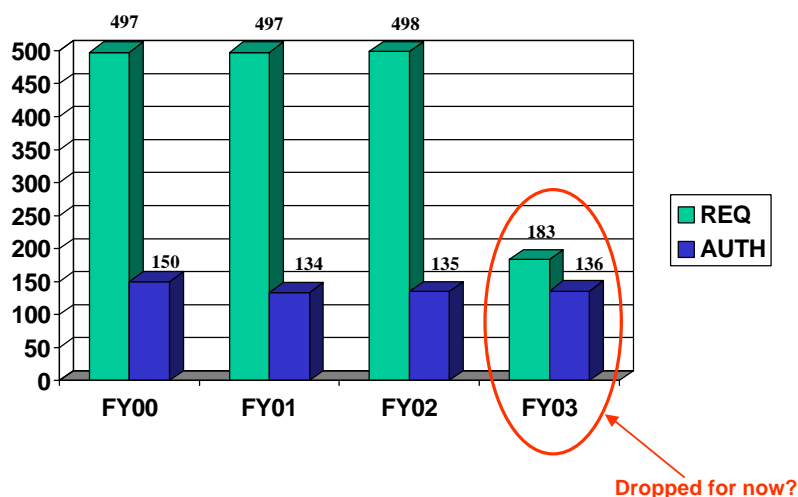
Issue: Modernization Plans

- Another round of BFA Modernization Plans?
- DCSCD assessing need for 4 plans in FY01:
 - **Engineer**
 - CASCOM
 - Air Defense (*not Force Protection*)
 - C4ISR (known to be due Dec 01)
- Infantry Mod Plan continues, but other FY00-initiated plans “on hold”
- Our earlier work on strategies/plans used as input to Army Modernization Plan through DCSPRO

Issue: FY03 DCD Manpower Cuts

- DCSCD has retracted current effort, but new DCSRM numbers published this week are confusing
- DCD and BL Manpower Models developed in Aug 00
 - These were workload-based and focused on discrete events
 - Used previous 12 months of events and after-the-fact assessment of time spent per event
- Proponents felt model was only a start; our greatest concerns:
 - Major focus was HQ TRADOC-directed events
 - Proponent events not given proper consideration
 - Some processes and services not considered
 - Impact of taskings and travel not considered
- DCSCD guessed the number of FY03 events without proponent input
- **DCSCD will revisit this initiative and Manpower Model over the next several months to input in Fall TDA MOC window**
- **No tracking system being considered at this time**
- Driver for application of the model still unknown

Original DCSCD Guidance on DCD FY03 Manning Levels



Measuring CD Performance

- Quantity vs Quality
- “We don’t know what we didn’t do because we didn’t do it” – Ideas Are Not a Measurable Commodity
- A missed opportunity to work the proactive front end is not accounted for
- Creativity at the front end of the DTLOMS and CD process
- Daily communications with and support to the field
- Flex for the unexpected – daily distractors and major unprogrammed events
- Conversion to information-based processes, such as webpage development and maintenance, and multimedia products
- Dealing with turnover -- training and development of a CDer requires 6 months
- Travel from “remote” sites such as FLW

Issue: TRADOC Response to MSR Comments

- Numbers (authorizations and budget) were wrong
- Directed that MANSCEN reprioritize space allocation internally (ignores different UICs)
- Did not recognize that HQ TRADOC must develop a better prioritization approach on tasking the proponents

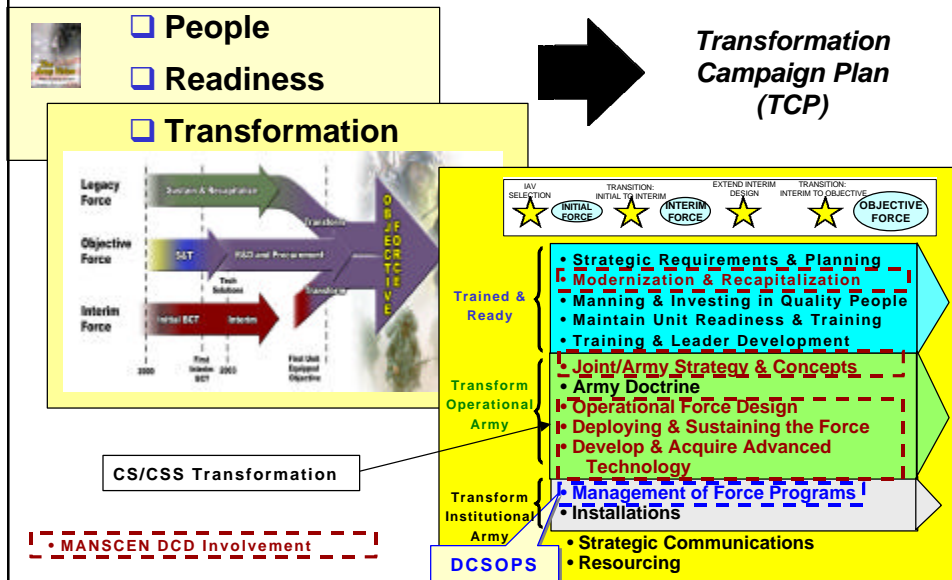
Issue: Corps FORMAL

- DCSCD not supportive, but VCSA directed
- Led by DCSPRO and centered on developing and working major issues
- Broken down into BFAs – Maneuver, **Maneuver Support (AD, EN, MP, CM, MI, SC)**, Maneuver Sustainment, *Battle Command?*
- HQ TRADOC starts out as the focal point, but expect Ols to talk directly with proponents to develop and work issues

Issue: Support and Sustain Initiative

- CS/CSS Transformation (DCSLOG/CG AMC Lead) moved to Support & Sustain (DCSLOG/DCSPRO Lead) under the Army Transformation Campaign Plan TCP Line of Operation #9, Deploying & Sustaining the Force (DCLSOG Lead)
- CS/CSS Enablers and Initiatives being graded strictly under LO#9 criteria
 - Reduce the in-theater footprint
 - Reduce the demand on lift
 - Reduce the cost of logistics and support
- LO#9 not the only CS venue, but CS must consider -- CS can be elsewhere, such as LO#2, Recapitalization and Modernization
- VCSA: Expand LO#9 to include combat support, but do not rename; confirmed goal to reduced in-theater footprint for CS & CSS by 50%
- CSA: Goal of 50% is the minimum reduction
- BG Odierno: CS = FA, AD, EN, MP, CM, MI, SC (not AV)

Army Transformation Campaign Plan



Issue: Operational Concepts

- Under LO#9, HQ TRADOC developing the Operational Concept Campaign Plan
- HQ TRADOC has split operational concepts functions:
 - COL Zahn, Dir of Concepts (now under DCSDOC)
 - COL Bourgoine, Dir of Futures (under DCSDOC)
 - COL West, Dir of BLIT (under DCSCD); also surrogate "TSM-FCS"
 - COL McFarland, DCSINT
- Objective Force operational concepts?
 - Foundations (to CSA Feb 01)
 - Maneuver Unit of Action (FCS-Equipped Bn) O&O (to CSA Feb 01)
 - Unit of Employment O&O (working – COL Zahn)
 - C4ISR O&O (working – DCSINT, C4ID?)
 - Maneuver Support Unit of Action O&O?
 - Maneuver Sustainment Unit of Action O&O?
- Homeland Security in limbo
- Task Force Objective Force at HQDA chartered to integrate operational concepts
- Proponent concepts remain on hold

USACE LNO

- **An idea supported by LTG Flowers before he left FLW**
- **DCD still working front end of this initiative before sending forward to CG**

Issue: Taskings

- **Internal and External**
- **FY00**
 - **NCOs – 129 days + 55 funerals; Officers – 228 days**
- **FY01 So Far**
 - **NCOs – 135 days + 17 funerals; Officers – 40 days**
 - **179-day tasking to Kuwait**



DCD Manning Update

	<u>FY01</u>	<u>FY01</u>		<u>180-Day Forecast</u>		
	<u>REQ</u>	<u>AUTH</u>	<u>ODP</u>	<u>ASGN</u>	<u>Gain</u>	<u>Loss</u>
Dir's Office	8	5	1	5	-	1
Pgm Integ	16	5	-	5	-	-
EN Div	223	43	7	41	4	7
CM Div	113	31	10	26	-	2
MP Div	94	30	6	27	2	5
Unman Gnd	5	3	-	-	-	-
Robotics	2	1	-	2	-	1
Sim & Anal	37	17	2	9	-	-
TOTAL	498	135	26	115	6	16
FY01 Civilian Reimbursable				7		
FY01 Contracted Work-Year				~21 (most for new tasks)		

Budget (\$K)

	<u>FY00</u>	<u>FY01</u>
Civilian Pay	3860	4168
		(91% of budget)
Travel	466	271
Contracts/Others	151	82
Supplies/Equip	57	66
TOTAL	4534	4587
Reimbursables	1301	~2339 to date
CEPs	880	~ 830 to date